

# **PROJECT WORK PERFORMANCE DOMAIN**







#### **PROJECT WORK PERFORMANCE DOMAIN –**

Project work is associated with establishing the processes and performing the work to enable the project team to deliver the expected deliverables and outcomes.

#### **PROJECT WORK PERFORMANCE DOMAIN**

The Project Work Performance Domain addresses activities and functions associated with establishing project processes, managing physical resources, and fostering a learning environment. Effective execution of this performance domain results in the following desired outcome;

- Efficient and effective project performance.
- Project processes are appropriate for the project and the environment.
- Appropriate communication with stakeholders.
- Efficient management of physical resources.
- Effective management of procurements.
- Improved team capability due to continuous learning and process improvement.





# **PROJECT WORK** PERFORMANCE DOMAIN

The following definitions are relevant to the Project Work Performance Domain:

**Bid Documents.** All documents used to solicit information, quotations, or proposals from prospective seller.



**Bidder Conference.** The meetings with prospective sellers prior to the preparation of a bid or proposal to ensure all prospective vendors have a clear and common understanding of the procurement. Also known as contractor conferences, vendor conferences, or pre-bid conferences.



**Explicit Knowledge.** Knowledge that can be codified using symbols such as words, numbers, and pictures.



**Tacit Knowledge.** Personal knowledge that can be difficult to articulate and share such as beliefs, experience, and insights.



#### PROJECT WORK PERFORMANCE DOMAIN

Project work keeps the project team focused and project activities running smoothly. This includes but is not limited to:

Managing the flow of existing work, new work, and changes to work;

*Keeping* the project team focused;

Establishing efficient project systems and processes;

Communicating with stakeholders;

Managing material, equipment, supplies, and logistics;

*Working* with contracting professional and vendors to plan and manage procurements and contracts;

Monitoring changes that can affect the project; and



**Enabling** project learning and knowledge transfer.

# **PROJECT** PROCESES

Ways of optimizing the processes for the environment include:

- <u>Lean production methods.</u> Lean production uses techniques such as value stream mapping to measure the ratio of value-adding activities and non-value-adding activities. The metrics calculated form a basis and measurement system for identifying and removing waste from production system.
- **Retrospective or lessons learned.** These meeting provide an opportunity for the project team to review the way in which it works and to suggest changes to improve process and efficiency.
- Where is the next best funding spent? Asking this question can help project teams determine if they should continue with the current task or move onto the next activity to optimize value delivery.

Reviewing processes can entail determining if processes are efficient, or if there is waste in the process that can be eliminated. Time spent tracking conformance to process is time the project team cannot spend on delivering the outcomes for which the project was commissioned.

In addition to being efficient, processes should be effective



## BALANCING COMPETITING CONSTRAINTS

Successfully leading a project includes understanding the constraints associated with the work. Constraints can take the form of fixed delivery dates, compliance to regulatory codes, a predetermined budget, quality policies, considerations of the triple bottom line, and so forth. The constraints may shift and change throughout the project.

Balancing these shifting constraints, while maintain stakeholder satisfaction, is an ongoing project activity. At times, it may include meeting with the customer, sponsor, or product owner to present alternatives and implications.





### **PROJECT** COMMUNICATION & ENGAGEMENT

Much of the project work is associated with communication and engagement, especially work associated with maintaining project team member and other stakeholder engagement. As described in the Stakeholder Performance Domain, communication entails formal and informal communication, in addition to verbal and written communication.

On a day-to-day basis, there are ad hoc requests for information, presentations, reports, and other forms of communication. An abundance of ad hoc communication requests may indicate that the communication planning was not sufficient to meet stakeholder needs. In this situation, further stakeholder engagement may be necessary to ensure stakeholder information requirements are met





### MANAGING PHYSICAL RESOURCES

Some projects require *materials and supplies from third parties*. <u>Planning</u>, <u>ordering</u>, <u>transporting</u>, <u>storing</u>, <u>tracking</u>, and <u>controlling</u> these physical resources can take a large amount of time and effort.

Large amounts of physical resources require an integrated logistics system. This is usually documented in company policies that are then implemented in projects. A logistic plan describes how the company policy will be implemented on the project. Supporting documentation includes estimates for the type of material, basis of estimates, expected usage over time, specifications for grade, and the time and location for deliveries.





# MANAGING PHYSICAL RESOURCES

The objectives from a physical resource perspective are to:



**Reduce** or eliminate the material handling and storage on site.

Eliminate wait times for miracles;



Minimize scrap and waste, and



Facilitate a safe work environment.

All of this work is integrated with the master project schedule to provide clear expectations and communications for all parties involved.





# WORKING WITH PROCUREMENTS

Many projects involve some form of contracting or procurement. Procurement can cover everything from material, capital equipment, and supplies to solutions, labor, and services. In most organizations, project managers do not have contracting authority.

Rather, they work with contracting officers or other people with expertise in contracts, laws, and regulations. Organizations usually have rigorous policies and procedures associated with procurements. The policies identify who has authority to enter into a contract, the limits of authority, and the processes and procedures that should be followed.

Prior to conducting a procurement, the project manager and technically qualified project team members work with contracting professional to develop the request for proposal (RFP), statement of work (SOW), terms and conditions, and other necessary documents to go out to bid.





# WORKING WITH PROCUREMENTS – THE BID PROCESS

The bid process includes developing and publicizing bid documents, bidder conferences, and selecting a bidder. Bid documents can include:



**Request for information.** A request for information is used to gather more information from the market prior to sending out bid documents to a set of selected vendors.



**Request for proposal.** This bid document is used for complex or complicated scope where the buyer is looking for the vendor to provide a solution.



**Request for quote.** This bid document is used when price is the main deciding factor, and the proposal solution is readily available.



#### WORKING WITH PROCUREMENTS – THE BID PROCESS

These three types cover the majority of bidding needs. There are other bid documents; however, they tend to be industry specific. Once the bid documents are distributed, the buyer generally has a bidder conference to respond to bidder questions and provide clarifying information. Then the bidders develop their responses and deliver them to the buyer by the date specified in the bid documents.

Choosing the <u>best vendor</u>, sometimes known as <u>source selection</u>, is often based on a number of criteria, such as experience, references, price, and timely delivery. These variables may be weighted to reflect the relative importance of each. The buyer evaluates vendor bids against the criteria to select an appropriate vendor(s). The buyer and vendor negotiate terms and conditions. Most everything can be negotiated, from cost to delivery and payment dates, to location of work, ownership of intellectual property, and so forth.





# WORKING WITH PROCUREMENTS – CONTRACTING

Eventually, the parties reach agreement and enter into a contract. The type of contracting vehicle depends on the size of the purchase, the stability of the scope of work, and the risk tolerances of the organizations.

For projects that use an adaptive approach for some deliverables and a predictive approach for others, a master agreement may be used for the overall contract. The adaptive work may be placed in an appendix or supplement. This allows the changes to occur on the adaptive scope without impacting the overall contract.

Once the vendor is selected, the project plans and documents are updated to incorporate vendor dates, resources, costs, quality requirements, risk, etc. from that point, the vendor becomes a project stakeholder. Information in the <u>Stakeholder Performance Domain</u> and <u>Measurement Performance</u> <u>Domain</u> will apply to the vendor(s) throughout the project.

Procurements can take place at any point during the project. All procurement activities are integrated into the project operations.



#### MONITORING NEW WORK AND CHANGES

In **adaptive projects**, there is an expectation that work will evolve and adapt. As a result, new work can be added to the product backlog, as needed. However, if more work is added than is being completed, or if the same amount of work is added that is being completed, the project will continue without end.

In **predictive projects**, the project team actively manages changes to the work to ensure only approved changes are included in the scope baseline. Any changes to the scope are then accompanied by appropriate changes to the people, resources, schedule, and budget. Scope changes can add to uncertainty; therefore, any change requests should be accompanied by an evaluation of any new risks that are introduced due to the addition to or change in scope.





### LEARNING THROUGHOUT THE PROJECT

Periodically, the project team may meet to determine what they can do better in the future (lessons learned) and how they can improve and challenge the process in upcoming iterations (retrospectives). Ways of working can evolve to produce better outcomes.





#### **KNOWLEDGE** MANAGEMENT

A lot of learning takes place during projects. Some of the learning is project specific, such as a faster way to accomplish specific work. Some learning can be shared with other project teams to improve outcomes, such as a quality assurance approach that results in fewer defects. Still other learning can be shared throughout the organization, such as training users how to work with a new software application.





# EXPLICIT AND TACIT KNOWLEDGE

Throughout the project, project teams develop and share explicit knowledge. **Explicit knowledge** can be readily codified using works, pictures, or numbers. For example, the steps to a new process are explicit knowledge that can be documented. *Explicit knowledge* can be distributed using information management tools to connect people to information, such as manual, registers, web searches, and databases.

Another type of knowledge is tacit knowledge. **Tacit knowledge** is challenging to express as it cannot be codified. *Tacit knowledge* is comprised of experience, insights, and practical knowledge or skill. Tacit knowledge is shared by connecting the people who need the knowledge with people who have the knowledge. This can be accomplished via networking, interviews, job shadowing, discussion forums, workshops, or other similar methods. Because projects are temporary endeavors, much of the knowledge is lost once the project is completed. Being attentive to knowledge transfer serves the organization by not only delivering the value that the project was undertaken to achieve, it also allows the organization to gain knowledge from the experience of running projects.





#### **INTERACTION** WITH PERFORMANCE DOMAINS

The Project Work Performance Domain interacts and enables other performance domains on the project. Project work enables and supports efficient and effective planning, delivery, and measurement. It provides the environment for project team meeting, interactions, and stakeholder engagement to be effective. Project work support navigating uncertainty, ambiguity, and complexity; and it balances their impacts with the other project constraints.





# **CHECKING** RESULTS

Table below identifies the outcomes on the left and ways of checking them on the right. **Checking Outcomes – Project Work Performance Domain** 

Outcome	Check
Efficient and effective project performance.	Status reports show that project work is efficient
	and effective.
Project processes that are appropriate for the	Evidence shows that the project processes have
project and the environment	been tailored to meet the needs of the project and
	the environment. Process adults and quality
	assurance activities show that the processes are
	relevant and being used effectively.
Appropriate communication and engagement	The project communications management plan and
with stakeholders	communication artifacts demonstrate that the
	planned communications are being delivered to
	stakeholder. There are few ad hoc request for
	information or misunderstandings that might
	indicate engagement and communication activities
	are not effective.
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# **CHECKING** RESULTS

Table below identifies the outcomes on the left and ways of checking them on the right.

#### **Checking Outcomes – Project Work Performance Domain**

Outcome	Check
Efficient management of physical resources.	The amount of material used, scrap, discarded, and amount of rework indicate that resources are being used efficiently.
Effective management of procurements	A procurement audit demonstrates that appropriate processes utilized were sufficient for the procurement and that the contractor is performing to plan.





# **CHECKING** RESULTS

Table below identifies the outcomes on the left and ways of checking them on the right.

#### **Checking Outcomes – Project Work Performance Domain**

Outcome	Check
Effective handling of change.	Projects using a predictive approach have a change
	log that demonstrates changes are being evaluated
	holistically with consideration for scope, schedule,
	budget, resource, stakeholder, and risk impacts.
	Projects using an adaptive approach have a backlog
	that shows the rate of accomplishing scope and the
	rate of adding new scope.
Improved capability due to continuous learning	Team status reports show fewer errors and rework
and process improvement.	with an increase in velocity.









